

The United States Army Reserve 2014 Posture Statement

***AMERICA'S ARMY RESERVE:
A LIFE-SAVING, LIFE-SUSTAINING CITIZEN
SOLDIER FORCE FOR THE NATION***

Submitted by

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The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans and programs. The 2014 Army Reserve Posture Statement also addresses the support required by the Army Reserve.

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America's Enduring Operational Force: A Sound Investment

As America's dedicated operational federal reserve of the Army, we are the premier provider of ready, trained, and equipped, Soldiers, and units to the Total Army and the Joint Force. As an essential part of the Operational Force, we are adapting to the challenges of shrinking budgets to remain ready and responsive while continuing to provide the flexibility necessary to counter threats in today's complex global environment.

The Army Reserve is both an Army component and a single command, with a congressionally authorized strength of 205,000 Soldiers and 12,600 civilians. Flexible and tailorable, we can quickly scale our organizations to meet a variety of missions. Since September 11, 2001, more than 275,000¹ Army Reserve Soldiers have mobilized and seamlessly integrated into the Active Component and the Joint Force. Today, approximately 19,000 Soldiers serve in direct support of Army Service Component Commands and Combatant Commands across the globe, including nearly 4,000² Soldiers in Afghanistan.

Operational and Ready: Vital In-Demand Capabilities

The core competence of the Army Reserve is the ability to provide high quality military capabilities enhanced by the civilian skills, education, training, and experience of our Citizen Soldiers. Thirteen years of steady demand for enabling capabilities has resulted in an Army Reserve that is fundamental to the success of the Total Army. We must capitalize on the Army Total Force progression that has transpired over time, making it a part of our culture and codifying the lessons learned as a basis for how the Army Reserve will operate in the future. This total force plan reflects the continued commitment and sacrifice of Soldiers and contributes to the effort of Army Total Force Policy (ATFP) implementation.

A significant portion of key support units and capabilities such as logistics, medical, engineering, military information support and civil affairs reside in the Army Reserve. Fiscally efficient, the Army Reserve provides nearly 20 percent of the Army's total force for less than six percent of the Total Army budget. We also accomplish our mission with only 13 percent of our component serving as full time support - six percent less than the average across all Services' reserve components.

Postured for Success

Army Reserve capabilities, critical during major combat operations, are also an essential part of the "Prevent and Shape" missions required by Combatant Commanders. Additionally, our current role in the homeland delivers vital capabilities to state and local authorities in times of natural and man-made disasters.

¹ 275,542 since September 11, 2001, as per G-3/5. Source: HQDA system "MDIS" Mobilization Deployment Information System.

² From G-3/5: as of March 11 2014, 18,990 AR Soldiers were on duty in support of ASCC/COCOMS, and 3,951 AR Soldiers were in Afghanistan.

New Generation of Leaders

Our highly educated Citizen-Soldiers provide professional expertise they have developed in their civilian careers. They are doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of their fields. Our Citizen Soldiers are a new generation of leaders who grew up with technology in their hands, are experienced professionals, and leverage their technical and leadership skills while in uniform. Today, 75 percent of the doctorate degrees and half of the master's degrees in the Total Army are held by members of the Army Reserve.

Critical Dual-use Force

Army Reserve forces are an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies, domestically and globally. The Army Reserve is structured to provide operational capabilities and strategic depth to the Total Army and the Joint Force, effectively designed to efficiently deploy enabler forces across the entire spectrum of military operations. Our individual Soldiers, leaders, and units provide the essential federal capabilities supporting security cooperation, Homeland Defense, and Defense Support of Civil Authorities.

Community Based Federal Force with Local Economic Impact

In addition to a high return on investment to the Army and the Department of Defense, the Army Reserve positively impacts America's economy across the states and communities. Each year, as the Army Reserve executes the Army Training Strategy, it makes investments that benefit the communities in which it operates. These investments benefit local Soldiers and Department of Defense employees; utilities; civilian contractors and administrative support; as well as professional, scientific and technical services in areas like environmental clean-up and protection - which in turn generates tens of thousands of new industry, service-related, and other non-DoD jobs. The investment generates essential military capabilities while also creating new income for families and a positive economic climate for state and local communities.

Sustaining America's Investment

The Army Reserve faces many challenges, the first of which is ensuring we remain ready, responsive, and flexible within fiscal constraints, while meeting national security needs in an increasingly complex global environment. Secondly, fiscal constraints have made one thing certain; the Total Force structure will change. As this happens, the Army must find the right mix of active and reserve forces, along with the ideal distribution of roles and missions.

Complex Global Security Environment

While we are no longer in Iraq and could soon be out of Afghanistan, we face a world that Secretary of Defense Hagel recently described as growing more volatile, unpredictable, and, threatening to the United States.³

Continued regional instability, violent extremism, the proliferation of weapons of mass destruction, and other factors, predict a future global security environment even more complex and dangerous than it is today. The unpredictable nature of the global environment requires continued access to - and reliance upon - the professional skills and operational capabilities of the Army Reserve.

Fiscal Challenges: FY 2015 Budget and Beyond

In his February 24, 2014 preview of the 2015 budget, Secretary Hagel echoed the Chief of Staff of the Army's concern for the future, citing the need to ensure a, "...highly ready and capable Army, able to dominate any opponent across the full spectrum of operations." To achieve the balance between budget limits and military strength, the Secretary announced that we must reduce our structure by 2017 in all three components.

Under the President's Budget, the Army tasked the Army Reserve to reduce from our current end strength of 205,000 to 195,000. This creates moderate risk to our ability to meet the requirements of Army Service Component Commands and Combatant Commands for technical enabling capabilities. The reduction also creates a challenge to sustain a ready and operational Army Reserve by putting greater strain on rotational forces. However, if the Budget Control Act remains unchanged in 2016 and beyond, the Army Reserve may be directed to significantly lower its end strength by another 10,000 Soldiers to 185,000. This would significantly increase the risk to the force and negatively impact our ability to provide needed technical enablers and capabilities to the Total Army and the Joint Force.

Readiness

A ready Army Reserve offers the nation an effective insurance policy against strategic and operational risk. Through four lines of effort, Army Reserve Soldiers and units will remain ready to provide critical enabling capabilities in support of the Army's Prevent, Shape, Win strategy, Regional Alignment of Forces, and the Total Force Policy.

The first two lines of effort, "Plan, Prepare, Provide," and the "Private Public Partnership Initiative" (P3i), combine traditional military and private sector approaches for maintaining readiness in the Army Reserve. The third line of effort, "Soldier for Life," seeks to preserve the incredible pool of talented Soldiers currently in Army Reserve formations and also those transitioning from active duty. The fourth line of effort is the further implementation of the enabling authorities to perform Defense Support of Civil Authorities (DSCA), provided in the

³ "We are repositioning to focus on the strategic challenges and opportunities that will define our future: new technologies, new centers of power and a world that is growing more volatile, more unpredictable and in some instances more threatening to the United States."

National Defense Authorization Act of 2012. Securing funding for and expanding the use of these authorities will enhance the ability of the Army Reserve and all reserve components to more effectively serve at home and abroad.

Plan, Prepare, and Provide

The Army Reserve is currently implementing an operational planning and readiness construct, called “Plan, Prepare, and Provide,” in support of U.S. Army Pacific, that will eventually expand to all Army Service Component Commands. The “Plan, Prepare, and Provide” construct enables units and individuals to develop progressive readiness. This approach ensures the Army Reserve provides trained and ready forces for Combatant Commands and the Total Force when needed across the continuum of Prevent, Shape, and Win.

“Plan” refers to the regional alignment of Army Reserve theater commands with Army Service Component Commands and Geographic Combatant Commands. This allows complete integration of Army Reserve capabilities across missions. In support of the Army’s regional alignment of forces, Army Reserve Engagement Cells (AREC) and Army Reserve Engagement Teams (ARET) are aligned with each Army Service Component Command and the Geographic Combatant Commands. The ARECs and ARETs are comprised of technical and tactical experts from the engineering, civil affairs, medical, and logistics communities. They will provide direct staff planning support to identify requirements and match the Army Reserve capabilities with the needs of the Army and Joint Force.

“Prepare” describes how the Army Reserve trains, assesses and certifies Soldiers, leaders and units for pre-planned and contingency missions. Utilizing a progressive approach, Army Reserve Soldiers and units participate in individual and leader development events culminating in collective unit training exercises. The result of this process is trained and accessible units ready to meet the mission requirements of Army Service Component Commands and Geographic Combatant Commands.

As good stewards of America’s resources, the Army Reserve continually seeks innovative and cost effective training opportunities. For example, while executing the Army Training Strategy in 2013, Soldiers from the 416th Theater Engineer Command based in Darien, Illinois, leveraged specialized capabilities in local communities by paving roads and improving drainage culverts. This real world training improved the command’s readiness, made military training areas near Joliet a better place to train, and improved local infrastructure.

“Provide” focuses Army Reserve Soldiers and units on rapid responses to global requirements. Army Reserve forces are tailorable and available to be employed as individuals or units. The Army Reserve has the capacity to provide more than 27,000 Soldiers annually to satisfy the operational requirements of the DoD. Most of these Soldiers and units are needed by the Combatant Commander in the first 45 days of an operation for building crucial theater operating capacity and for sustaining the war fighter.

Private Public Partnership Initiative

Army Reserve Soldiers are “Twice the Citizen” who routinely leverage their civilian skills, training, and resources to enhance their military capabilities and specialties. Through a focused effort that combines private sector capabilities with Title 10 training in line with the Army Training Strategy, the Army Reserve enhances individual, leader, and unit readiness. This effort is known as the Private Public Partnership Initiative, or P3i.

In response to a comparatively high unemployment rate among Army Reserve Soldiers, the Army Reserve established the Employer Partnership Office (EPO) in 2008. The result of establishing EPO has been more than 21,000 employer partners leveraging mutually beneficial relationships between civilian and military communities - with a focus on developing career and training opportunities for Soldiers, Veterans, and family members. That success went on to benefit the Total Force, serving as the model for the DoD-sponsored Hero 2 Hired program.

The former EPO, now the Private Public Partnership Office, or P3O, provides a one-stop clearing house for private sector and non-DoD organizations interested in collaborating in mutually beneficial efforts that ultimately strengthen individual, leader, and unit readiness. This includes identifying and coordinating opportunities to support military missions as well as professional and personal development.

In an effort to facilitate unit readiness, the P3O is partnering with private and public entities whose goal is to increase the quality of life in partner nations through support of humanitarian and environmental improvement projects. The Army Reserve will participate in these projects through training missions that directly support Army Service Component Command and Combatant Command requirements. P3O is also focused on partnerships with organizations that assist with credentialing, training, and mentoring opportunities that benefit civilian and military professionals to improve leader readiness. In order to further individual readiness, we will partner with organizations that have opportunities to enhance physical, mental, emotional, spiritual, social, financial, family, and employment readiness of our Army Reserve Soldiers.

Soldier for Life

The Army Reserve, in coordination with the active Army, actively seeks to preserve the experience resident in the active component by retaining the best of the transitioning pool of active component Soldiers. While promoting a continuum of service makes good business sense, it also supports the Chief of Staff of the Army's recent guidance to leverage the unique attributes and responsibilities of each component. These initiatives preserve the operational experience gained from more than thirteen years of war while continuing to prepare Soldiers and units to meet the future needs of the nation. Moreover, the Army Reserve provides the nation an opportunity to capitalize on military members that truly become Soldiers for Life. Our Soldiers are part of the fabric of communities across the nation while they continue to maintain their military skills. As Soldiers transition from the active Army to the Army Reserve, we provide an opportunity to help them start a civilian career and continue in a part-time military status, while allowing the Nation to retain the valuable service of these Soldiers.

The Army Reserve is also taking full advantage of the redesigned Transition Assistance Program (TAP) for those Army Reservists who meet the eligibility criteria for TAP (180 continuous days or more on active duty under title 10, U.S. Code). TAP provides information and training to ensure these eligible Reservists, returning from active duty to their Reserve Component units, are prepared for reintegration to civilian life. Opportunities include pursuing additional education, returning to employment, looking for career opportunities in the public or private sector, or starting their own business. Like their Active Component counterparts, they must meet the Career Readiness Standards (CRS) prior to release from active duty. CRS are a set of common and specific activities and associated current deliverables (documentation within the last 12 months) that must be achieved to demonstrate Service members are prepared to transition effectively and pursue their personal goals. For example, they must complete a 12-month post-separation budget or, if they plan on pursuing a degree, they must show a completed application to an institution of higher learning or letter of acceptance. Our eligible Reservists are fully engaged in attending and participating in the Transition GPS (Goals, Plans, Success) curricula, a key element of the redesigned TAP.

Defense Support of Civil Authorities

We stand ready today to support state and local authorities for domestic emergency and disaster relief efforts at home. In 2012, Congress provided the Department of Defense with new Reserve Component access authority in 10 U.S. Code § 12304a. This authority clears the way for the Army Reserve to assist our fellow Americans during domestic emergencies when federal assistance is requested by the Governors through the Federal Emergency Management Agency. The same life-saving and life-sustaining capabilities so essential to missions abroad make the Army Reserve an optimum force for preserving property, mitigating damage, and saving lives here at home.

Key capabilities in high demand during a major disaster, such as an earthquake or hurricane, are prominent in the Army Reserve. In fact, all Defense Support of Civil Authorities (DSCA) response missions could benefit from the Army Reserve's unique capabilities and core competencies. In addition to those already mentioned, Army Reserve capabilities include aviation lift, search and rescue or extraction; quartermaster units (food, shelter, potable water, heated tents, etc.); supply; civil affairs; public affairs; public and civilian works; protection of key infrastructure; as well as a significant portion of full spectrum engineer capability.

Our Expeditionary Sustainment Commands deploy to locations devoid of infrastructure to facilitate open seaports and airports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas. Army Reserve aviation units provide robust capability. Medical evacuation helicopters can rapidly transport patients to critical care facilities. Our fixed wing aircraft, medium, and heavy lift helicopters can rapidly deliver life-sustaining supplies, equipment, and construction material into devastated areas.

Army Reserve engineer units include search and rescue teams, debris removal capabilities, horizontal (e.g., road and airfield paving) and vertical (e. g., buildings and infrastructure) construction as well as bridge construction capabilities. We also have a prime power company which can provide commercial-level electrical power to affected areas.

The Army Reserve provides 100 percent of the Army's Emergency Preparedness Liaison Officers (EPLOs) and 33 percent of the Department of Defense's EPLOs, who maintain communications between the Department of Defense, federal, state and local governments, and nongovernmental organizations to coordinate assistance between all parties during emergency response events. They serve as subject matter experts on capabilities, limitations, and legal authorities and track Army Reserve assets in their states and regions.

Thus, the same trained and ready forces that provide indispensable and immediately accessible capabilities for operations abroad, today stand ready to support domestic emergency and disaster relief efforts at home.

Modernization and Facilities

The Army Reserve endeavors to carefully and responsibly utilize all of its available resources. We particularly appreciate the concern Congress has expressed over the modernization of Army Reserve equipment and subsequent National Guard and Reserve Equipment Appropriation (NGREA) funding which has improved our equipment acquisition and modernization levels.

While NGREA has significantly helped the Army Reserve modernize and increase equipment on hand, we still suffer from significant shortfalls and are the least equipped and modernized Army component. Congressional support and NGREA are essential to successfully improve Army Reserve equipment modernization levels. Continued support will enhance our ability to meet the needs of Combatant Commanders and perform Homeland Defense and DSCA missions while ensuring full interoperability with the Total Force.

Modernization Challenges

Modernization shortages remain one of the Army Reserve's greatest challenges. Program procurement delays and the restructuring of requirements as a result of budget reductions, will further widen modernization gaps and impede our interoperability with the Joint Force.

Light Tactical Vehicle Fleet Challenges

A challenge for the Army Reserve is modernization of the Light Tactical Vehicle fleet. The Army Reserve is scheduled to replace one-third of the HMMWV fleet with the Joint Light Tactical Vehicle beginning in 2022. This means we must maintain the remaining two-thirds of the legacy fleet for 31 additional years, through 2045, without scheduled modernization, leaving the Army Reserve with an unfunded modernization requirement.

Forty eight percent of the Total Army's ground ambulance companies reside in the Army Reserve. The Army Reserve has on hand only 64 percent of its required Light Ground Ambulances. This more than 20-year-old legacy ambulance fleet was not included in previous modernization efforts and is short 36 percent of the Light Ground Ambulances required to support contingency operations and potential mass casualty events in the homeland.

Clearance and Bridging Capabilities

Similarly, Army Reserve engineering assets are falling behind our modernization targets. By 2020, only 20 percent of the Common Bridge Transport System, and none of our Joint Assault Bridge systems will be modernized. This includes vital Area (Road) Clearance and Multi-Role Bridging capabilities.

Logistical Capabilities

The Army Reserve provides 65 percent of the Army's total logistics units, of which the majority are "critical dual use" for Homeland Defense and DSCA. Significant shortfalls in this area include water and fuel storage and distribution systems along with material handling equipment. Only 43 percent of the Fuel Distribution System, and 20 percent of the Army's Light Capability Rough Terrain Forklift for moving material, will be modernized by the end of 2020.

Facilities

There are Army Reserve facilities in some 1100 communities across the U.S. In this budget constrained environment and within the Army Reserve Facilities Investment Strategy, we are taking substantial risks in Sustainment/Restoration/Modernization (SRM), Military Construction (MILCON) and demolition/disposal of facilities. The Army Reserve has excelled in finding ways to save resources by surpassing federally mandated goals in energy and sustainability. However, we will be forced to make increasingly more difficult choices when balancing operational requirements at the expense of initiatives that sustain, maintain, and service our facilities for Army Reserve Soldiers and their families.

The resource challenge also extends to our responsibility for cemetery management as a result of the latest Base Re-Alignment and Closure (BRAC) decisions. Previous funding levels were determined to be inadequate and the Army Reserve will be forced to use funding from other critical sustainment programs to close the gap. Future budgets must be more holistic in addressing the total requirement if we are to ensure adherence to cemetery management policies that fully and appropriately honor our fallen heroes.

Next generation Skills: Cyber

As new capabilities are needed to meet emerging threats, we are well positioned to adapt and lead with next-generation skills. In the currently emerging and evolving cyber operations domain, more than 3,600 Army Reserve cyber-warriors are on the cutting edge of technologies in both the public and private sectors. As threats and technologies change, the civilian skills that Army Reserve Soldiers develop will enable our formations to provide a highly specialized talent pool to meet current needs and lead early experimentation and utilization of emerging capabilities. For example, we are committed to building ten cyber protection teams and an Army Reserve Cyber Opposing Force of more than 400 highly skilled cyber warriors to support U.S. Cyber Command's Joint Force.

Health Of The Force: Soldier and Family Programs

The health of the force is inextricably linked to Soldier readiness. Today's generation of technologically savvy and connected Soldiers are highly motivated, but many face life challenges and need our help. We are committed to providing the best resources and training available to assist our community-based Soldiers, civilians, and their families in times of financial, spiritual, physical, or personal stress. We have many programs to support the resilience of Soldiers, but our most pressing concerns are focused on preventing the tragedy of suicide and eradicating the scourge of sexual assault and sexual harassment.

Suicide Prevention

As we continue to struggle with the tragedy of suicide in our ranks, we are emphasizing vigilance through proactive prevention and intervention training. As a geographically dispersed force, we have less frequent physical contact and limited access to military installation support. Therefore, we have placed 36 prevention program managers and increased access to counselors and resources across our formations - with an emphasis on reducing the stigma associated with personal, family, or behavioral health issues.

Sexual Assault Prevention and Response

Sexual assault is a crime, and we are strengthening our ability to track, investigate and prosecute offenders and increasing our emphasis on providing help to victims. We provide victim support and prevention efforts with 24/7 crisis intervention through the Department of Defense SAFE HELPLINE, along with 50 military and civilian personnel dedicated to victim support at commands throughout the Army Reserve. Fort Family is also available around the clock as a confidential, one-stop shop for prevention and reporting efforts.

Army Reserve Family Programs - 24/7

Army Reserve Family Programs support the unique needs of Army Reserve Soldiers and their families. These include community centers, youth development, a 24/7 outreach call center, the Yellow-Ribbon Reintegration Program, and warrior transition focused on the wounded, ill or injured and their treatment, rehabilitation and successful integration back to duty or transition to civilian life. Our most successful and enduring resource, Fort Family, is also available around the clock as a confidential, one-stop shop for information and referral services.

Though budget pressures affect our ability to maintain and provide robust support to Soldier and family programs, we continue to support these critical efforts as we continually assess cost effectiveness. The programs have already been reduced to meet the current budget caps, but the impending Budget Control Act (BCA) will put this capability in further jeopardy as we are forced to take additional risks in order to fund unit readiness.

America's Army Reserve: A Life-Saving and Life-Sustaining Force for the Nation

The Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet the nation's requirements at home and abroad. Whether performing combat missions and

contingency operations, or saving lives and protecting property at home, our expeditionary formations offer versatile, available, and effective capabilities at reduced costs to the American taxpayer. In a rapidly changing, accelerating and evolving global environment, the Army Reserve provides critical skills and depth as the Life-Saving, Life-Sustaining Citizen-Soldier force for the Nation.

Twice the Citizen - Army Strong!